

● (1540)

My answer was as follows:

No, as far as I am concerned . . . and I think I can speak for my colleague, Mr. Blenkarn . . . you have taken care of my problems and Mr. Thomson's and Mr. Blenkarn's. As far as we are concerned, this should be it.

All I can say is that we should not trust the Government any further than it can be thrown because it is precisely what was brought in on June 28 which negates all of that. I will stand here and argue until we get some changes.

**Mr. Jack Shields (Athabasca):** Mr. Speaker, the amendment to Bill C-110 which has been proposed by our hon. colleague on behalf of the Conservative Party begs only one question, which is basically: "Do we want the Export Development Agency to be run by public servants in an area that is so crucial to Canada's development and employment all the way through the line, or do we want to have the opportunity to draw on the expertise of the private sector as it exists right across the country?" We have some of the top managers and people who are presently sitting on the boards of some of the largest corporations in the country doing extremely well, and they know how the private sector works.

If I may, I would like to refer to the Export Development Corporation's presentation to the Special Committee on the National Trading Corporation which was set up a couple of years ago. It should be enlightening to all Members of the House to learn that the Export Development Corporation's statement of corporate purpose is as follows: to foster international competitiveness of exporters of Canadian goods and services that are competitive in terms of price, quality, delivery and service; to assist in improving Canada's balance of payments; to optimize the Canadian content of Canadian exports; and to contribute to the formulation of and to complement Government trade policy.

These are the most important: to encourage maximum private sector involvement consistent with the requirements of international competition in the provision of financial services related to exports; to conduct the affairs of the Corporation in accordance with commercial principles and to maintain the Corporation in a sound financial condition.

This was presented to the Special Committee by the Export Development Corporation. This is what it is recommending. How better to follow the recommendations in the proposals submitted than to seek as many competent private sector individuals to sit on the board of directors or, indeed, to appoint one as chairman of the Corporation?

The nature of the Public Service is one which I admire as it involves people who dedicate their lives and their careers to service in Canada. I sincerely applaud the dedication of many public servants, particularly the career public servant. The career public servant works for the masters in Government, the masters being in this House of Commons and being the Government of the day, carrying out the policies and directives of the Government of the day, whether it be left-leaning, socialist, God forbid, or whether it be private sector oriented.

### *Export Development Act*

The Export Development Agency itself has clearly stated that it wants to encourage maximum private sector involvement. It only begs the question, then, on the amendment: Why not seek, across Canada, maximum private sector involvement and get some of these titans of industry involved in the Export Development Agency?

We all know that many corporations like Avco and Brascan and many others have been built up across Canada from virtually nothing. They involve the kind of people who have spread their wings with their investments completely worldwide. They know what is required for a small businessman who is starting out. They knew the problems involved when they first decided that they would export to another country in the western world. They went through the mill. Why not draw from this experience? Why say that this burden is to be put on the public servants when their master is the Government of the day and when they are so susceptible to pressure and to direction from Government? Why not allow the private sector people, those who understand as they have been through the mill, to sit on the board of directors of the Export Development Agency? It is a golden opportunity in this sector, particularly when we consider the kinds of loans and exports involved. It is crucial to the balance of payments of Canada. If we do not have a proper and good balance of payments with exporting, we all know what happens to our economy.

I am not suggesting for one moment that a certain number of career civil servants from certain departments, possibly from the Department of Industry, Trade and Commerce, from the Department of Finance or maybe from the Department of Energy, Mines and Resources, should be excluded. I am only suggesting that enough, perhaps three or four, be appointed so that there is a window on the Export Development Agency so that the Government then knows what is going on.

We see this example every day. One need only look at companies like Syncrude or Suncor as they relate to the development of the tarsands. One sees this every day because the federal Government, through Petro-Canada, owns a percentage of the Syncrude development. A Member representing the Government is sitting on the board of directors so that there is a window an input on the operation of the Government's corporation itself. We can see many other examples. We see it with the Suncor plant located north of Fort McMurray because the Government of Ontario, which owns a percentage of the Suncor operation, has a senior member of its civil service, a career civil servant, sitting on the board of directors. It does not demand more than a window on what is happening in the day to day operation of the Suncor plant. That is as it should be for the Export Development Agency. I can think of many men who would be very capable and who would give of their time to the Export Development Agency knowing what it means to Canada.

The board of directors sets the policy and the chairman of the board, of course, directs the board. Once these people are drawn from the private sector, it then follows that the chairman of the board cannot be the executive director of the company at the same time. The chairman of the board may be